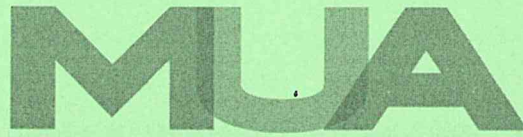


The
Management
University
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP/ MASTER OF
BUSINESS ADMINISTRATION

MML 5110/ SMO 505: LEADERSHIP AND ORGANISATIONAL BEHAVIOR

DATE: 5TH AUGUST 2016

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

THE RADIATION LABORATORY (LTD)

The Radiation Laboratory at the Spaceworld Company is considered the worst Laboratory to work in. The staff in this laboratory deal dangerous substances and due to the design of the Lab, it is poorly ventilated and lit. The walls of the lab are very thick and access is highly controlled. One always gets this sense of insecurity if working there alone. Due to the high specialised skills required, the lab is poorly staffed as the response rate to job adverts is low. The skills are just not available in the local market.

Over the years, the staff who work in the Radiation Laboratory have made all the attempts to be deployed to other “friendly working environment” labs but this has usually not been successful. The country has been undertaking studies in Radiation and Spaceworld Company had been identified as a critical place for this research. The Head of the Lab, Ms Wendo, who can be described as a Type A personality recently discovered that the staff were beginning to get demotivated and their output was declining. In addition, her assistant, Mr Njoro has been complaining how the Management is not doing this or that, polarising further the working environment in the Radiation labs. Since he has the Laissez-faire style of leadership, the technicians like him more than Ms Wendo. This has influenced the staff to develop a negative attitude toward the management.

Further to the poor working environment in the Radiation lab, the Technicians have been looking at their colleagues whom they joined Space world together and realised that they have advanced in their careers. This is because the other labs are decentralised unlike the Radiation lab which is only based at the headquarters. The Technicians feel doomed as the possibility of opening other radiation labs in other regions is minimal due to the high costs involved.

Recently, the union threatened that unless the working conditions are drastically improved, and the Technicians in the Radiation labs paid a special allowance, they will call for a “mother of all strikes”.

Required:

- a) **1a.** Discuss how Ms Wendos personality is likely to affect the performance of the Radiation lab team **(10 Marks)**

- b) The Technicians at the Radiation labs are not motivated. Explain the importance of a highly motivated team to Worldspace Company **(10 Marks)**
- c) Discuss your understanding of a Geographic/ Decentralised structure and its benefits and disadvantages to Worldspace company. **(10 Marks).**

QUESTION TWO

- a) "Change has been said that to be the only permanent thing in organizations". Critically evaluate why employees resist change **(8 Marks)**
- b) Legitimate power is one of the sources of power manager's use in an organization. Discuss your understanding of this source of power and how managers use it. **(7 Marks)**

QUESTION THREE

- a) Many organizations undertake a SWOT Analysis before expanding to new territories. Discuss what you understand by a SWOT analysis and its benefits to an organization. **(8 Marks)**
- b) Discuss what you understand by self-esteem and how the self-esteem of a member of staff is likely to affect their work performance. **(7 Marks)**

QUESTION FOUR

- a) Organizations have different organizational structures. Evaluate the purposes and importance of an Organisational structure. **(8 Marks)**
- b) Describe the Trait Theory and examine its weaknesses in the modern study of leadership **(7 Marks)**

